

Research Report 1232

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# **SOLDIER SATISFACTION WITH LIFE IN RESTRUCTURED UNITS DURING PHASE I OF THE RESTRUCTURING OF THE HEAVY DIVISION TEST**

Edwin R. Smutz

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U. S. Army

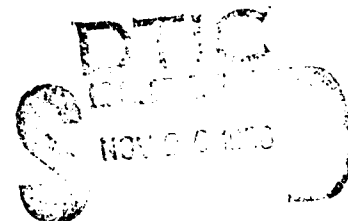
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restructuring there were few differences between soldiers in restructured units and soldiers in nonrestructured units in terms of their attitudes toward working and living in their units. However, after four months, soldiers in restructured units generally expressed more positive attitudes toward working and living in their units than did soldiers from nonrestructured units. However, since the restructured units received publicity, attention, and additional support that was not given to nonrestructured units, these results may not necessarily be generalizeable to other units that might be restructured in the future.

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RESTRUCTURED UNITS DURING PHASE I OF THE  
RESTRUCTURING OF THE HEAVY DIVISION TEST**

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## FOREWORD

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The effectiveness of any combat organization is highly dependent upon the extent to which the lower ranking soldiers which make up the bulk of the unit are satisfied with their working and living conditions. ARI attempted to assess the extent to which selected soldier attitudes toward such conditions varied during the Restructuring of the Heavy Division Test, FM382, conducted at Fort Hood, Texas, in 1977. This work was accomplished by ARI under Army Project 2Q263743A775, FY78 Work Program, Human Performance in Field Assessment, and supplements the TRADOC Combined Arms Test Activity report from that project.

  
JOSEPH ZEIDNER  
Technical Director

**SOLDIER SATISFACTION WITH LIFE IN RESTRUCTURED UNITS DURING  
PHASE I OF THE RESTRUCTURING OF THE HEAVY DIVISION TEST**

**BRIEF**

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**Requirement:**

This report was prepared in response to a request from the TRADOC Combined Arms Test Activity that ARI investigate the effect that unit restructuring had on the attitudes of lower ranking enlisted men towards their working and living conditions during the Restructuring of the Heavy Division Test, Phase I. The restructuring of the units was quite extensive in this test and it was thought that an examination of changes in attitudes experienced by enlisted men at such a time would prove useful. The results were expected to indicate to unit commanders what kinds of attitude shifts, if any, could be expected in future unit restructuring activities.

**Procedure:**

A questionnaire was designed to gather information on lower ranking (E1-E4) enlisted men's attitudes toward working and living in their units during the Restructuring of the Heavy Division Test. The questionnaire was administered to unit personnel shortly after they began restructuring and again after the units had been restructured for about four months. The questionnaire was also administered to a control group of soldiers who did not restructure. Comparisons were made between restructured units and control units.

**Principal Conclusions:**

- Immediately following restructuring there were few differences between soldiers in restructured units and soldiers in nonrestructured units in terms of their attitudes toward working and living in their units.

- After four months, soldiers in restructured units generally expressed more positive attitudes toward working and living in their units than did soldiers from nonrestructured units. However, since the restructured units received publicity, attention, and additional support that was not given to nonrestructured units, these results may not necessarily be generalizable to other units that might be restructured in the future.



Utilization of Findings:

These findings supplement TCATA test report FM382, entitled Restructuring of the Heavy Division, Phase I, Volume III, Developmental Assessment. Portions of the present ARI report were incorporated into the TCATA report.

SOLDIER SATISFACTION WITH LIFE IN RESTRUCTURED UNITS DURING  
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SOLDIER SATISFACTION WITH LIFE IN RESTRUCTURED UNITS DURING PHASE I  
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INTRODUCTION

In anticipation of the large number of sophisticated new weapons systems scheduled to be integrated into Army combat units in the 1980s, the United States Army Training and Doctrine Command (TRADOC) conducted the Division Restructuring Study (DRS) in 1976 to develop an optimum division force structure for such weapons. The recommendations which came out of that study involved extensive changes in unit structure. For example, one of the basic changes consisted of reducing the size of maneuver companies by stripping them of their organic combat service support assets and consolidating such assets into maintenance and support companies at battalion level, thus leaving the maneuver company commander with a simple company organized around a single weapons system which he could more effectively control.<sup>1</sup>

In January 1977 the 1st Cavalry Division (1CD) at Fort Hood, Texas, was designated as the test organization and the TRADOC Combined Arms Test Activity (TCATA) was designated as the test agency for testing and evaluating the recommendations from the Division Restructuring Study. One brigade of the 1CD began restructuring according to DRS recommendations in April 1977 and served as the test unit for Phase I of the DRS test. A brigade from the 2nd Armored Division (2AD) was also selected at this time to serve as a comparison unit for field test purposes.

Organizational changes as extensive as those involved in unit restructuring are likely to result in turmoil, confusion, and misunderstanding among soldiers. As a result, soldier attitudes toward the Army may tend to become somewhat negative during the process of such changes. This applies especially to lower ranking enlisted personnel who may not understand how or why the organization is being restructured and reorganized. On the other hand, it is reasonable to expect that if the changes in unit structure improve living and working conditions in the unit, this would cause soldier attitudes to change in a positive rather than a negative direction.

TCATA requested that the Army Research Institute for the Behavioral and Social Sciences (ARI) conduct a survey to examine the above problem as part of the DRS test. ARI conducted this research between July and November, 1977, during Phase I of the test.

1. For more extensive discussions of the DRS recommendations, see TCATA Test Report FM382, Restructuring of the Heavy Division, Phase I, Volumes I, II, and III, Aug. 1978.

## METHODOLOGY

In order to assess any changes in soldiers' attitudes as they occurred in the 1CD as a result of restructuring, a questionnaire was devised to gather opinions of lower ranking enlisted men (EM) concerning working and living in their units. The questionnaire (hereafter referred to as the EM Questionnaire) was administered to a sample of personnel (grades E1 through E4) in the infantry and armor units of the 1CD and 2AD which participated in the division restructuring test. Individuals were systematically selected on the basis of the last digit of their social security number.

The EM Questionnaire was administered in two different time periods in order to assess changes in attitudes over time. The first administration was conducted between 26 July and 8 August 1977, shortly after the 1CD units had restructured into the DRS configuration (T-TOE). Form 1 (Appendix A) was administered to the 1CD personnel from the following battalions: 1/5, 1/7, 3/10, 2/8, and 2/12. Form 2 was administered to 2AD personnel from the following battalions: 2/50, 2/58, and 3/67. These latter battalions remained configured in the standard H-TOE for comparison purposes in the test. Form 2 differed from Form 1 in that questions 40-52 did not appear in Form 2 because they were appropriate only to the restructured division. The number of lower ranking enlisted personnel sampled in this first administration was 76 in the 1CD (4.3 percent of 1,756 assigned) and 62 in the 2AD (4.6 percent of 1,345 assigned).

A second administration of the EM Questionnaire with slight modifications to questions 41 through 43 (indicated in Appendix A) was given to another sample of enlisted men from the same units between 7 and 22 November 1977. By this time the 1CD units had been restructured for about four months and two of the battalions had undergone field testing. Presumably much of the confusion and problems associated with restructuring had lessened and the troops had a better feel for their new organizational structure. This time the sample size was 108 in the 1CD (6.9 percent of 1,575 assigned) and 54 in the 2AD (4.2 percent of 1,278 assigned).

The EM Questionnaire itself consisted of two parts: Background Data and Main Questionnaire. The Background Data section elicited information that could be used to generally describe the sample of enlisted men in terms of age, grade, MOS, time in army, and time in their unit. The Main Questionnaire consisted of a series of questions about training, working, and living in the Army. Most questions required the respondent to select one of five answers, while the remaining questions simply required that a number be placed in the blank. The data from the questions in the Main Questionnaire were analyzed by first converting all five-choice answers into numerical values from 1 to 5 and then calculating means and standard deviations. These data were then analyzed by using an analysis of variance to

determine how opinions of enlisted men in units which had restructured into the T series TOE differed from the opinions of enlisted men in units which remained structured according to the H series TOE, and how the opinions of enlisted men in restructured units changed over time.

It should be noted at this point that the results were confounded by the fact that all T-TOE units came from the 1CD and that all H-TOE units came from the 2AD. Also, the T-TOE units received publicity, attention, and additional support that was not given to H-TOE units. These factors are more fully discussed in the Discussion Section of this report.

## RESULTS

Results from the Background Data section of the EM Questionnaire appear in Tables 1 through 7 and provide a general description of the demographic characteristics of the respondents. Overall, it can be seen that the average respondent was between 21 and 22 years of age (Table 1). About half of the respondents from the T-TOE units were in the grade of E-4 compared to about two-thirds of the respondents from the H-TOE units (Table 2). On the average the respondents had been assigned to their battalions for one to one and a half years (Table 3) and had been in the army for over two years (Table 4). About half of the respondents lived in barracks while the other half lived off-post (Table 5). Finally, about half of the respondents had an infantry (11B) or armor (11E) primary MOS (Table 6), and a high percentage of them reported working in their primary MOS (Table 7).

TABLE 1. MEAN AGE (YEARS) OF RESPONDENTS BY TYPE OF UNIT AND TIME OF EM QUESTIONNAIRE ADMINISTRATION. STANDARD DEVIATIONS ARE GIVEN IN PARENTHESES AND RANGES ARE GIVEN IN BRACKETS

	T-TOE	H-TOE
JUL	21.8 (3.0) [18-35]	21.8 (2.9) [17-30]
NOV	21.5 (2.8) [18-30]	21.1 (2.4) [17-28]

TABLE 2. PERCENT OF RESPONDENTS FALLING WITHIN PAY GRADES E1 THROUGH E4

	T-TOE		H-TOE	
	JUL (n = 75)	NOV (n = 108)	JUL (n = 62)	NOV (n = 54)
E-1	1.3	1.9	3.2	3.7
E-2	16.0	13.9	9.7	7.4
E-3	36.0	30.6	19.4	20.4
E-4	46.7	53.7	67.7	68.5

TABLE 3. MEAN TIME (MONTHS) THAT RESPONDENTS HAD BEEN IN THEIR CURRENT BATTALION. STANDARD DEVIATIONS ARE GIVEN IN PARENTHESES AND RANGES ARE GIVEN IN BRACKETS

	T-TOE	H-TOE
JUL	15.4 (9.3) [1-38]	17.6 (8.5) [1-36]
NOV	13.0 (9.5) [1-44]	16.6 (9.4) [1-37]

TABLE 4. MEAN TIME (MONTHS) THAT RESPONDENTS HAD BEEN IN THE ARMY. STANDARD DEVIATIONS ARE GIVEN IN PARENTHESES AND RANGES ARE GIVEN IN BRACKETS

	T-TOE	H-TOE
JUL	24.3 (15.2) [5-75]	30.9 (18.6) [6-109]
NOV	25.0 (17.3) [5-112]	27.4 (12.0) [5-77]

TABLE 5. PERCENT OF RESPONDENTS LIVING IN BARRACKS,  
ON-POST HOUSING, OR OFF-POST HOUSING

	T-TOE		H-TOE	
	JUL (n = 75)	NOV (n = 107)	JUL (n = 62)	NOV (n = 54)
Barracks	52.0	56.1	53.2	70.4
On-post	1.3	0.9	3.2	1.9
Off-post	46.7	43.0	43.5	27.8

TABLE 6. PERCENT OF RESPONDENTS WITH A GIVEN PRIMARY MOS

MOS code	T-TOE		H-TOE	
	JUL (n = 75)	NOV (n = 108)	JUL (n = 62)	NOV (n = 54)
11B	30.7	25.9	46.8	27.8
11C	10.7	3.7	8.1	25.9
11E	22.7	35.2	11.3	13.0
12B			3.2	1.9
36K	2.7	1.9	1.6	
63C	5.3	9.3	6.5	3.7
63F	1.3	3.7	4.8	5.6
64C	5.3	2.8	1.6	
91B	4.0	4.6	3.2	5.6
Others	17.3	13.0	12.9	17.1

TABLE 7. PERCENT OF RESPONDENTS WHO REPORTED THAT THEIR  
DUTY MOS WAS THE SAME AS THEIR PRIMARY MOS

	T-TOE	H-TOE
JUL	86.7	79.0
NOV	87.9	87.0



Tables 8 through 19 show the results from the Main Questionnaire. The first two questions concerned the amount of time that soldiers spent on their jobs and the amount of time they spent in meaningful work on their jobs. A comparison of questions 10 and 11 in Table 8 shows that soldiers in both T-TOE units and H-TOE units felt that the amount of time that they spent in meaningful work on their jobs was much less than the total amount of time they in fact spent on their jobs. This was true both in July and in November. For instance, in July soldiers from the T-TOE units reported spending an average of 47.5 hours per week on their jobs, but reported that only 26.7 hours of this was meaningful work. Similar results were obtained for T-TOE units in November as well as for H-TOE units in both July and November (all of these differences were significant at a chance probability level of 0.01; all  $r$ 's  $> 4.00$ , all  $df$ 's  $\geq 1,98$ ).

It should also be noted that there were no significant differences between the amount of time that soldiers from T-TOE units reported spending on their jobs compared to soldiers from H-TOE units, in either July or November. Nor was there any difference between them in the amount of time they reported spending in meaningful work in July. However, it is of particular importance to note that by November soldiers from T-TOE units reported spending a significantly greater amount of time in meaningful work (30.5 hours per week) than did soldiers from H-TOE units (23.0 hours per week). This difference was statistically significant ( $r = .94$ ,  $df = 1/153$ ,  $p < .01$ ) and is an indication that the T-TOE type of unit structure allowed soldiers to spend more time on their jobs engaging in activities which they considered to be meaningful.

TABLE 8. MEAN ESTIMATES OF HOURS PER WEEK SPENT ON THE JOB (QUESTION 10) AND HOURS PER WEEK SPENT IN MEANINGFUL WORK ON THE JOB (QUESTION 11).  
ASTERISK INDICATES A STATISTICALLY SIGNIFICANT DIFFERENCE BETWEEN ADJACENT MEANS

		T-TOE	H-TOE
JUL	Question 10	47.5	44.1
	Question 11	26.7	23.0
NOV	Question 10	44.7	44.0
	Question 11	30.5	23.0

The next series of questions (questions 12 through 17) concerned the number of times within a month that soldiers saw and talked to their unit leaders. Perusal of Tables 9 through 14 reveals that, as one might expect, soldiers in both T-TOE and H-TOE type units reported seeing their unit leaders more often than they reported talking to them. This was true in both July and November, and the differences were statistically significant (all significant  $F$ 's  $> 4.0$  and  $< 70.7$ ; all  $df$ 's  $\geq 64$  and  $\leq 172$ ; all  $p$ 's  $< .05$ ) in all cases except two: 1) the frequency of seeing and talking to the platoon sergeant in T-TOE units in November and, 2) the frequency of seeing and talking to the platoon leader in H-TOE units in July.

Of much more importance, however, were the differences between T-TOE units and H-TOE units. At battalion level (Tables 13 and 14) there were no significant differences between T-TOE and H-TOE units in terms of how frequently leaders were seen or talked to, but there were several significant differences at the platoon and company levels. For instance, in July soldiers from T-TOE units reported seeing their platoon sergeants (Table 9;  $F=5.65$ ,  $df=1/103$ ;  $p<.01$ ) and talking to their company commanders (Table 12;  $F=7.22$ ,  $df=1/97$ ;  $p<.01$ ) significantly more often than did soldiers from H-TOE units, although these differences did not appear in November. Also, soldiers from T-TOE units reported talking to their platoon sergeants more often than did soldiers from H-TOE units in both July ( $F=5.65$ ,  $df=1/103$ ;  $p<.01$ ) and November ( $F=5.11$ ,  $df=1/121$ ;  $p<.05$ ).

Finally, it is of interest to note that in November soldiers from T-TOE units reported talking to their platoon leaders ( $F=7.35$ ,  $df=1/118$ ,  $p<.01$ ) and first Sergeants ( $F=5.63$ ,  $df=1/121$ ,  $p<.01$ ) more frequently than soldiers from H-TOE units, whereas these differences did not appear in July.

Overall, then, soldiers from T-TOE units appeared to have somewhat more interaction with their lower unit leaders (especially platoon sergeants) than did soldiers from H-TOE units. These results, it might be noted, would be expected for two reasons: 1) more interaction than usual would be needed in T-TOE units because of the coordination and related activities required in restructuring, and 2) the smaller size of T-TOE units naturally fosters more interpersonal interaction between unit leaders and soldiers.

TABLE 9. MEAN ESTIMATES OF NUMBER OF DAYS IN PAST MONTH THAT PLATOON SERGEANT WAS SEEN (QUESTION 12a) OR TALKED TO (QUESTION 12b). ASTERISK INDICATES A STATISTICALLY SIGNIFICANT DIFFERENCE BETWEEN ADJACENT MEANS

		T-TOE		H-TOE
Jul	Question 12a	25.1 *	*	21.5 *
	Question 12b	21.8	*	17.0
NOV	Question 12a	22.8		21.4 *
	Question 12b	20.7	*	16.4

TABLE 10. MEAN ESTIMATES OF NUMBER OF DAYS IN PAST MONTH THAT PLATOON LEADER WAS SEEN (QUESTION 13a) OR TALKED TO (QUESTION 13b). ASTERISK INDICATES A STATISTICALLY SIGNIFICANT DIFFERENCE BETWEEN ADJACENT MEANS

		T-TOE		H-TOE
JUL	Question 13a	19.8 *		16.5
	Question 13b	15.5		11.6
NOV	Question 13a	19.5 *		16.7 *
	Question 13b	16.1	*	10.2

TABLE 11. MEAN ESTIMATES OF NUMBER OF DAYS IN PAST MONTH  
THAT THE COMPANY FIRST SERGEANT WAS SEEN  
(QUESTION 14a) OR TALKED TO (QUESTION 14b).  
ASTERISK INDICATES A STATISTICALLY SIGNIFICANT  
DIFFERENCE BETWEEN ADJACENT MEANS

		T-TOE	H-TOE
JUL	Question 14a	21.6	19.5
		"	"
	Question 14b	11.2	8.5
NOV	Question 14a	21.2	19.2
		"	"
	Question 14b	10.1	6.0

TABLE 12. MEAN ESTIMATES OF NUMBER OF DAYS IN PAST MONTH  
THAT COMPANY COMMANDER WAS SEEN (QUESTION 15a)  
OR TALKED TO (QUESTION 15b). ASTERISK INDICATES A  
STATISTICALLY SIGNIFICANT DIFFERENCE BETWEEN  
ADJACENT MEANS

		T-TOE	H-TOE
JUL	Question 15a	17.1	14.6
		"	"
	Question 15b	7.0	2.2
NOV	Question 15a	15.0	12.1
		"	"
	Question 15b	5.5	4.5

TABLE 13. MEAN ESTIMATES OF NUMBER OF DAYS IN PAST MONTH THAT  
BATTALION COMMAND SERGEANT MAJOR WAS SEEN (QUESTION 16a)  
OR TALKED TO (QUESTION 16b). ASTERISK INDICATES A  
STATISTICALLY SIGNIFICANT DIFFERENCE BETWEEN ADJACENT MEANS

		T-TOE	H-TOE
JUL	Question 16a	5.9 *	5.5 *
	Question 16b	1.7	0.8
NOV	Question 16a	5.2 *	3.8 *
	Question 16b	1.2	0.8

TABLE 14. MEAN ESTIMATES OF NUMBER OF DAYS IN PAST MONTH  
THAT BATTALION COMMANDER was seen (QUESTION 17a)  
OR TALKED TO (QUESTION 17b). ASTERISK INDICATES A  
STATISTICALLY SIGNIFICANT DIFFERENCE BETWEEN ADJACENT  
MEANS

		T-TOE	H-TOE
JUL	Question 17a	5.2 *	4.1 *
	Question 17b	1.2	0.7
NOV	Question 17a	5.0 *	3.7 *
	Question 17b	0.7	0.7

Related to the above questions concerning the amount of interaction with unit leaders were questions about soldier morale and soldier satisfaction with unit leaders and policies. The responses to these latter questions are summarized in Table 15. Perusal of this table reveals that in July soldiers in T-TOE units differed from soldiers in H-TOE units on only one of the questions; namely, that of individual morale. On that question soldiers from H-TOE units reported a significantly higher level of morale than did soldiers from T-TOE units ( $t=4.85$ ,  $df=1/135$ ,  $p<.03$ ). However, in November soldiers in T-TOE units significantly differed from soldiers in H-TOE units on five of the six questions, to include "Leader's understanding of men's personal problems" ( $F=4.92$ ,  $df=1/158$ ,  $p<.03$ ), "Company morale" ( $F=9.55$ ,  $df=1/159$ ,  $p<.002$ ), "Individual morale" ( $F=7.56$ ,  $df=1/160$ ,  $p<.007$ ), "Opportunity for promotion" ( $F=8.37$ ,  $df=1/156$ ,  $p<.004$ ), and "Leave policies" ( $F=8.19$ ,  $df=1/158$ ,  $p<.005$ ). The responses to each of these questions indicated that in November soldiers from T-TOE units were more satisfied than were soldiers from H-TOE units.

These results are further amplified by the finding that the responses which soldiers from H-TOE units gave in July were not significantly different from the responses they gave in November, while soldiers from T-TOE units gave significantly more favorable responses in November than in July to four of the six questions; namely, "Leader's ability to keep men informed of unit policies" ( $F=4.93$ ,  $df=1/181$ ,  $p<.03$ ), "Company morale" ( $F=6.49$ ,  $df=1/181$ ,  $p<.01$ ), "Individual Morale" ( $F=11.34$ ,  $df=1/182$ ,  $p<.001$ ), and "Opportunity for promotion" ( $F=5.64$ ,  $df=1/177$ ,  $p<.02$ ).

In summary, then, in November soldiers from T-TOE units reported being significantly more satisfied with unit leaders and policies than did soldiers from H-TOE units, and their morale was significantly higher.

The responses which soldiers gave to questions concerning training and job satisfaction are shown in Table 16. The responses of soldiers from both T-TOE and H-TOE units were essentially the same in both July and November, with the only exception being in November where soldiers from T-TOE units reported a higher relationship between their jobs and their unit goals than did soldiers from H-TOE units ( $F=8.41$ ,  $df=1/159$ ,  $p<.004$ ).

Questions concerning specific unit living conditions (Table 17) also revealed few differences between T-TOE units and H-TOE units. Differences occurred in the "Satisfaction with barracks" question where H-TOE unit soldiers were significantly less satisfied in November than in July ( $F=6.75$ ,  $df=1/64$ ,  $p<.01$ ) and in November were significantly less satisfied than T-TOE unit soldiers ( $F=17.60$ ,  $df=1/97$ ,  $p<.001$ ). Also, there were differences for the "Amount of food served in garrison" question where T-TOE unit soldiers reported being significantly more satisfied in November than in July ( $F=4.41$ ,  $df=1/165$ ,  $p<.04$ ), and in November reported being significantly more

TABLE 15. MEAN RESPONSES TO QUESTIONS CONCERNING  
SATISFACTION WITH UNIT LEADERS, UNIT POLICIES,  
AND MORALE. ASTERISK INDICATES A STATISTICALLY  
SIGNIFICANT DIFFERENCE BETWEEN ADJACENT MEANS

		T-TOE		H-TOE
Question 18 (Leader's ability to keep men informed of unit policies)	JUL	2.9		2.9
	NOV	3.3	*	3.1
Question 19 (Leader's understanding of men's personal problems)	JUL	2.9		3.0
	NOV	3.1	*	2.7
Question 27 (Company morale)	JUL	2.3		2.2
	NOV	2.7	*	2.1
Question 28 (Individual morale)	JUL	2.4	*	2.9
	NOV	3.1	*	2.5
Question 33 (Opportunity for promotion)	JUL	2.8		3.0
	NOV	3.2	*	2.7
Question 34 (Leave policies)	JUL	3.3		3.3
	NOV	3.6	*	3.1

TABLE 16. MEAN RESPONSES TO QUESTIONS CONCERNING TRAINING  
AND JOB SATISFACTION. ASTERISK INDICATES A  
STATISTICALLY SIGNIFICANT DIFFERENCE BETWEEN  
ADJACENT MEANS

		T-TOE	H-TOE
Question 21 (Challenge of training)	JUL	3.0	2.9
	NOV	3.2	2.9
Question 22 (Usefulness of training)	JUL	3.1	3.1
	NOV	3.3	3.2
Question 23 (Job suitability)	JUL	3.3	3.6
	NOV	3.6	3.6
Question 24 (Job satisfaction)	JUL	3.0	3.3
	NOV	3.3	3.2
Question 25 (Relationship of job to unit goals)	JUL	3.5	3.6
	NOV	3.8 *	3.2
Question 26 (Right equipment for job)	JUL	4.1	4.0
	NOV	3.9	3.9



TABLE 17. MEAN RESPONSES TO QUESTIONS CONCERNING  
SATISFACTION WITH UNIT LIVING CONDITIONS.  
FIGURES FOR QUESTION 35 ARE PERCENTAGES.  
ASTERISK INDICATES A STATISTICALLY  
SIGNIFICANT DIFFERENCE BETWEEN ADJACENT MEANS

		T-TOE		H-TOE
Question 20 (Satisfaction with barracks)	JUL	3.5		3.5
	NOV	3.8	*	2.7
Question 29 (Quality of garrison meals)	JUL	2.9		2.8
	NOV	3.2		3.1
Question 30 (Quality of food in the field)	JUL	2.4		2.8
	NOV	2.7		3.0
Question 31 (Amount of food in garrison)	JUL	3.2		3.2
	NOV	3.5	*	3.1
Question 32 (Amount of food in field)	JUL	2.7		3.0
	NOV	2.9		3.1
Question 35 (Percent of soldiers having personal property or money stolen in past month)	JUL	29.3%		27.9%
	NOV	23.4%		26.4%
Question 36 (Number of times property or money was stolen from soldiers who experienced theft)	JUL	1.7		2.0
	NOV	1.9		1.5

satisfied than H-TOE unit personnel ( $F=5.44$ ,  $df=1/146$ ,  $p<.02$ ). These differences are not readily explainable. As near as the author could determine there were no changes in feeding policies or barracks conditions in the July-November time frame for either T-TOE or H-TOE units.

Finally, Table 18 shows the responses to questions about general feelings toward the Army. There were no significant differences between T-TOE and H-TOE unit soldiers on any of the questions, although soldiers from T-TOE units did show a more favorable opinion of the Army in November compared to July ( $F=5.06$ ,  $df=1/176$ ,  $p<.03$ ) and also showed less opposition toward making the Army a career at that time ( $F=4.18$ ,  $df=1/182$ ,  $p<.04$ ).

TABLE 18. MEAN RESPONSES TO QUESTIONS ABOUT GENERAL FEELINGS TOWARD THE ARMY. ASTERISKS INDICATE A STATISTICALLY SIGNIFICANT DIFFERENCE BETWEEN ADJACENT MEANS

		T-TOE	H-TOE
Question 37 (Opinion of Army since joining unit)	JUL	1.9 *	2.1
	NOV	2.4	2.0
Question 38 (Army career intentions when joining Army)	JUL	3.5	3.7
	NOV	3.7	3.6
Question 39 (Current Army career intentions)	JUL	1.9 *	1.9
	NOV	2.3	2.0

In summary, soldiers from T-TOE units gave, on the average, much more favorable responses to about 10 percent of the questions in July than did soldiers from H-TOE units, and by November this had increased to 30 percent, whereas on only one question did soldiers from H-TOE units give more favorable responses than soldiers from T-TOE units.

The final portion of the EM questionnaire was presented only to soldiers from T-TOE units, i.e. units which had restructured. Two questions which were asked only in July (questions 40 and 41) concerned whether or not soldiers had been briefed about restructuring and, if so, who had briefed them. Only 59 percent of the soldiers in T-TOE units reported that they had been briefed about the restructuring process, with 58 percent of these soldiers reporting that they had been briefed by their Company Commanders. The remaining individuals had been briefed by other unit leaders.

Responses to the remaining questions are summarized in Table 19. Of particular interest is the significant difference between the July responses to questions 43 and 42 ( $F=16.27$ ,  $df=1,140$ ,  $p<.001$ ). Apparently the effectiveness of the T-TOE type of structure was considered to be much higher by soldiers from T-TOE units before they restructured (mean = 3.6) than it was right after they restructured (mean = 2.8). However, by November soldiers' opinions of the effectiveness of the T-TOE structure had increased again (mean = 3.2;  $F=2.04$ ,  $df=148$ ,  $p<.05$ ).

In accord with the above finding is the fact that soldiers from T-TOE units gave more favorable answers in November than July to seven out of the ten questions which they were asked in this portion of the EM questionnaire. In addition to the "Effectiveness of T-TOE" question mentioned above (#42), this included "Challenge of training" ( $F=4.91$ ,  $df=1/179$ ,  $p<.03$ ), "Company morale" ( $F=6.83$ ,  $df=1/178$ ,  $p<.01$ ), "Ease of processing personnel actions" ( $F=4.10$ ,  $df=1/178$ ,  $p<.04$ ), "Ease of doing job" ( $F=8.83$ ,  $df=1/176$ ,  $p<.003$ ), "Preference for T-TOE or H-TOE" ( $F=6.33$ ,  $df=1/174$ ,  $p<.01$ ), and "Opinion of the Army" ( $F=5.75$ ,  $df=1/175$ ,  $p<.02$ ). In short, the attitudes of men in T-TOE units toward the T-TOE unit structure improved between July and November.

TABLE 19. MEAN RESPONSES OF SOLDIERS FROM T-TOE UNITS TO QUESTIONS ABOUT UNIT LIFE AFTER RESTRUCTURING. ASTERISKS INDICATE A STATISTICALLY SIGNIFICANT DIFFERENCE BETWEEN ADJACENT MEANS

	JUL		NOV
Question 42 (Effectiveness of T-TOE)#	2.8 *	*	3.2
Question 43 (Pre-test conception of effectiveness of T-TOE)	3.6		
Question 44 (Chance to talk with leaders)	2.8		3.0
Question 45 (Leader's understanding of men's personal problems)	2.7		3.0
Question 46 (Challenge of training)	2.9	*	3.2
Question 47 (Company morale)	2.3	*	2.7
Question 48 (Ease of processing personnel actions)	2.7	*	3.0
Question 49 (Job satisfaction)	2.6		2.9
Question 50 (Ease of doing job)	2.6	*	3.0
Question 51 (Preference for T-TOE over H-TOE)	2.6	*	3.0
Question 52 (Opinion of the Army)	2.3	*	2.7

#Question 42 was Question 43 in the November administration.

## DISCUSSION

From a review of the above findings it can be seen that when the EM Questionnaire was administered in July (shortly after 1CD units had restructured into the T-TOE structure) there were very few differences between responses given by soldiers from T-TOE units and soldiers from H-TOE units. The two groups held essentially the same attitudes toward training, working and living in their respective units, although the responses to a few of the questions were more positive for T-TOE unit soldiers than for H-TOE unit soldiers. However, in November (by which time the 1CD had been restructured for about four months and presumably had solved some of the problems which occur with any change as extensive as that involved in the division restructuring test) the soldiers from the T-TOE units gave significantly more positive responses than soldiers from H-TOE units on almost one-third of the questions (primarily those questions dealing with unit leaders and morale). Furthermore, soldiers from T-TOE units showed significantly more positive responses in November than in July on seven of the ten questions that were administered only to T-TOE unit soldiers and were concerned with comparing life in units after restructuring with life in units prior to restructuring.

Thus, it appears that soldiers felt that in some respects, living in restructured T-TOE units was better than living in units structured according to the H-TOE. However, several factors must be taken into consideration before extending this conclusion to all units which might restructure. First, it must be kept in mind that the comparison between T-TOE units and H-TOE units was confounded by a "division variable", i.e., all of the T-TOE units were part of the 1CD and all of the H-TOE units were part of the 2AD. Thus, it is possible that characteristics unique to each division, such as different training policies, different personnel management policies, etc., contributed to the differences that were found. This caveat is somewhat mitigated by the fact that there were very few differences in the questionnaire responses between the units in July before the 1CD soldiers had a chance to get used to the T-TOE type of structure, whereas in November there were many more differences between the two types of units. Nevertheless, this problem must still be held in mind when one attempts to decide which type of unit structure is superior.

A second potentially confounding factor concerns the fact that the T-TOE units investigated in this study were the first units in the Army to restructure and to be used in the Division Restructuring Test. As such, they received a great deal of publicity, attention and additional support (equipment, money, training time) that was not given to H-TOE units. The extent to which this factor contributed to the improved conditions that soldiers reported in the T-TOE units cannot be determined but is certainly a factor that may have significantly biased the results.

### CONCLUSIONS

The attitudes of lower ranking enlisted men toward training, working, and living in T-TOE type units were somewhat more positive than the attitudes of lower ranking enlisted men in the H-TOE type units during Phase I of the Restructuring of the Heavy Division Test. However, because of the above mentioned confounding variables, this finding may not necessarily be generalizeable to other units that may be restructured in the future.

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APPENDIX A - EM QUESTIONNAIRE

QUESTIONS ON SOLDIERS' ATTITUDES AND INFORMATION  
REGARDING TRAINING, WORKING, AND LIVING

The purpose of this questionnaire is to obtain information from you about how you feel toward your unit. It deals with training, working, and living conditions and will be used to compare life in restructured units with life in nonrestructured units.

We have no need to know who you are personally. No effort will be made to identify you. Do NOT write your name or SSAN on the questionnaire.

## INSTRUCTIONS

Most questions are multiple choice, where all you have to do is circle or check the answer of your choice. However, we would appreciate any additional comments you could give us regarding any question. If you have additional comments, please write them in next to the question.

### PART I

#### BACKGROUND DATA

1. What is your age? \_\_\_\_\_
2. What is your pay grade? E- \_\_\_\_\_
3. What is your duty MOS? \_\_\_\_\_
4. Is your duty MOS the same as your primary MOS?  
A. Yes B. NO
5. If no, what is your primary MOS? \_\_\_\_\_
6. What is your job in your unit? \_\_\_\_\_.
7. How many months have you been in this battalion? \_\_\_\_\_
8. How long have you been in the Army? \_\_\_\_\_ Yrs. \_\_\_\_\_ Months
9. Where do you live? (Circle one)  
A. In a barracks, on-post.  
B. In on-post housing (BEQ, family housing).  
C. In off-post housing.

### Part II

#### MAIN QUESTIONNAIRE

10. The average number of hours that I spend on my job  
per week is \_\_\_\_\_ hours.
11. The average number of hours of meaningful work that I do on  
my job per week is \_\_\_\_\_ hours.

- 12-17. On the average, on how many days in the past month have seen or talked with each of those in your chain of command?

<u>PERSON</u>	<u>SEEN HIM</u>	<u>TALKED WITH HIM</u>
Sect/Plt Sgt	12a. _____	12b. _____
Sect/Plt Ldr	13a. _____	13b. _____
1st Sgt	14a. _____	14b. _____
Co/Trp/Btry Cdr	15a. _____	15b. _____
Bn/Squadron CSM	16a. _____	16b. _____
Bn/Squadron Cdr	17a. _____	17b. _____

#### INSTRUCTIONS

For the remaining multiple choice questions in this questionnaire please use the answer sheet at the back. Place an X over the letter that represents your answer. If you wish to change an answer simply erase the X you don't want and place an X on the answer of your choice.

18. In regard to keeping me informed about training events and policies, most leaders in my unit:
- A. do a very good job.
  - B. do a good job.
  - C. do a borderline job.
  - D. do a poor job.
  - E. do a very poor job.
19. Most leaders in my unit are:
- A. very understanding of their men's personal problems.
  - B. understanding of their men's personal problems.
  - C. borderline.
  - D. nonunderstanding of their men's personal problems.
  - E. very nonunderstanding of their men's personal problems.
20. The barracks I live in are:
- A. very satisfactory.
  - B. satisfactory.
  - C. borderline.
  - D. unsatisfactory.
  - E. very unsatisfactory.

If you feel improvements are needed in the barracks, please write down some of the ways they should be improved.

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21. The training I have received in my unit in the last month has been:
- A. very challenging.
  - B. challenging.
  - C. borderline.
  - D. unchallenging.
  - E. very unchallenging.
22. The training I have received in my unit in the last month has been:
- A. very useful in preparing me to work in my MOS.
  - B. useful in preparing me to work in my MOS.
  - C. of borderline value in preparing me to work in my MOS.
  - D. unuseful in preparing me to work in my MOS.
  - E. very unuseful in preparing me to work in my MOS.
23. I have a job for which I am:
- A. very well suited.
  - B. well suited.
  - C. borderline.
  - D. unsuited.
  - E. very unsuited.
24. My job has proved to be:
- A. very satisfying.
  - B. satisfying.
  - C. borderline.
  - D. unsatisfying.
  - E. very unsatisfying.
25. My job is:
- A. directly related to meeting my unit's goals.
  - B. highly related to meeting my unit's goals.
  - C. generally related to meeting my unit's goals.
  - D. slightly related to meeting my unit's goals.
  - E. not at all related to meeting my unit's goals.
26. Obtaining the right equipment to do my job:
- A. has frequently been a problem in the past month.
  - B. has sometimes been a problem in the past month.
  - C. has occasionally been a problem in the past month.
  - D. has rarely been a problem in the past month.
  - E. has never been a problem in the past month.
27. The morale in my company is:
- A. very high.
  - B. high.
  - C. borderline.
  - D. low.
  - E. very low.

28. My morale is:  
A. very high.  
B. high.  
C. borderline.  
D. low.  
E. very low.
29. The meals in garrison in the past month have been:  
A. very good.  
B. good.  
C. borderline.  
D. bad.  
E. very bad.
30. The meals served when my unit was last in the field were:  
A. very good.  
B. good.  
C. borderline.  
D. bad.  
E. very bad.
31. The amount of food served in garrison in the past month has been:  
A. very satisfactory.  
B. good.  
C. borderline.  
D. unsatisfactory.  
E. very unsatisfactory.
32. The amount of food served when my unit was last in the field was:  
A. very satisfactory.  
B. satisfactory.  
C. borderline.  
D. unsatisfactory.  
E. very unsatisfactory.
33. The opportunity promotion in my unit is:  
A. very satisfactory.  
B. satisfactory.  
C. borderline.  
D. unsatisfactory.  
E. very unsatisfactory.
34. The leave policies in my unit are:  
A. very satisfactory.  
B. satisfactory.  
C. borderline.  
D. unsatisfactory.  
E. very unsatisfactory.

35. In the past month have you had any of tyour personal property or money stolen from you in this battalion:
- A. Yes.
  - B. No
36. If yes, how many times:
- A. One time
  - B. Two times.
  - C. Three times.
  - D. Four times.
  - E. More than four times.
37. Since being in this unit my opinion of the Army:
- A. has becvmoe much more favorable.
  - B. has become more favorable.
  - C. has not changed.
  - D. has become less favorable.
  - E. has become much less favorable.
38. When I came on active duty, I was:
- A. strongly considering making the Army a career.
  - B. considering making the Army a career.
  - C. borderline.
  - D. opposed to making the Army a career.
  - E. strongly opposed to making the Army a career.
39. I am now:
- A. strongly considering making the Army a career.
  - B. considering making the Army a career.
  - C. borderline.
  - D. opposed to making the Army a career.
  - E. strongly opposed to making the Army a career.
40. Your unit recently underwent restructuring in order to test a new type of unit structure within Army Divisions. Were you ever briefed about the restructuring and how it was going to affect your unit?
- A. Yes
  - B. No
41. If yes, who briefed you?
- A. Squad Leader
  - B. Platoon Sergeant
  - C. Platoon Leader
  - D. Company 1st Sergeant
  - E. Company Commander
  - F. Other (Specify) \_\_\_\_\_

42. I think that my unit's new structure is:
- A. much more combat effective.
  - B. more combat effective.
  - C. neither more nor less combat effective.
  - D. less combat effective.
  - E. much less combat effective.
  - F. no opinion.
42. Last June your unit began restructuring (from an H series TOE to a T series TOE) in order to test a new type of unit structure within Army Divisions. Were you a member of this battalion at that time?
- A. Yes
  - B. No
43. Before restructuring I thought that the new way the unit was going to be structured would be:
- A. much more combat effective.
  - B. more combat effective.
  - C. neither more nor less combat effective.
  - D. less combat effective.
  - E. much less combat effective.
  - F. no opinion.
43. What do you think of your unit's new structure? I think it is:
- A. much more combat effective.
  - B. more combat effective.
  - C. neither more nor less combat effective.
  - D. less combat effective.
  - E. much less combat effective.
  - F. no opinion.
44. Since restructuring I have been able to talk with unit leaders:
- A. much more often.
  - B. more often.
  - C. about the same.
  - D. less often.
  - E. much less often.
45. Since restructuring my leader's understanding of their men's personal problems have been:
- A. much greater.
  - B. greater.
  - C. about the same
  - D. less.
  - E. much less.

JUL  
ADMINISTRATION  
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ADMINISTRATION  
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46. Since restructuring the training I have received has been:  
A. much more challenging.  
B. more challenging.  
C. about the same.  
D. less challenging.  
E. much less challenging.
47. Since restructuring the morale in my company has become:  
A. much higher.  
B. higher.  
C. about the same.  
D. lower.  
E. much lower.
48. Since restructuring, processing of personnel actions (i.e., leave and pay problems) has become:  
A. much easier.  
B. easier.  
C. about the same.  
D. harder.  
E. much harder.
49. Since restructuring, my job(s) have been:  
A. much more satisfying.  
B. more satisfying.  
C. about the same.  
D. less satisfying.  
E. much less satisfying.
50. Since restructuring it has been:  
A. much easier to do my job.  
B. easier to do my job.  
C. about the same.  
D. less satisfying.  
E. much less satisfying.
51. Which organization would you prefer to serve in?  
A. Much prefer a restructured unit.  
B. Prefer a restructured unit.  
C. No preference.  
D. Prefer a non-restructured unit.  
E. Much prefer a non-restructured unit.
52. Since restructuring, my opinion of the Army:  
A. has become much more favorable.  
B. has become more favorable.  
C. has not changed.  
D. has become less favorable.  
E. has become much less favorable.